

ILLEGIB

26 SEP 1963

MEMORANDUM FOR: Acting Director, Planning, Programming and Budgeting

SUBJECT : Manpower Control System

ILLEGIB REFERENCE : Memorandum from D/PPB to DD/S dated 23 August 1960  
subject: Mechanism for Controlling Contract  
Employees and Career Agents

1. I have considered again the alternatives of installing a simple manual system to deal with the manpower control problem or developing a computer based system as proposed by the manpower control study group. As I now understand the proposal of the study group it will identify, locate, and count contract employees and career agents and will include about 80 other elements of data which have been requested by operating echelons of management in the Clandestine Services, ODPB, and the Support Directorate. I understand that computer programs can be ready to produce reports from this data by December 31, 1963. Proceeding in this way will not be inconsistent with SIPS development but will, in fact, be designed by OCS and SIPS personnel in such a way that it can be considered one increment of SIPS which can be integrated with later increments, hopefully without significant redesign. I have decided, therefore, that we should proceed with the development and installation of the computer based system as it is presently being evolved by the manpower control study group.

2. While I am now in agreement that we should proceed in this way, I continue to be concerned that we may be expecting too much from this very limited first increment. It is important to stress that this system is intended primarily to identify, count, and locate contract employees and career agents. It will permit some operating management control over contract expiration dates, salary increments due, number integrated, and some other similar items of information. While the system includes an item for salary entitlement, it will not develop cost information because amounts actually paid are recorded in the payroll system for those paid at headquarters and in the field accounting system for those paid in the field. Non-taxable allowances and differentials are recorded in the financial accounting systems in a way which does not require or permit them to be attributed to the individual to whom they are paid. Furthermore, it is not possible to modify present manual systems or develop automated systems to accurately and reliably produce cost information by the end of this year.

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3. I am also concerned that the Agency is interested in manpower control in a much broader sense than the simple identification, location, and count of contract employees and career agents. It is important to realize and accept the fact that the broader concepts of manpower control can only be satisfied in a longer term system development and design than is contemplated in the present eighty item first increment proposal.

4. Reference memorandum and the correspondence to which it refers contains explicit and implicit suggestions that the Agency is interested in the development of information about the justification and need for nonstaff personnel including indigenous local hires (BALPA category II); the manner in which they are being used; costs versus allocations; ceiling versus strength and dollar allocation; and plans and forecasts versus progress and action. If this kind of information is to be required, staffing complements and position control registers or their equivalents will have to be created; positions will have to be created and described; and position titles and occupational series will have to be established. In effect, a whole policy and procedural system will have to be created for non-staff personnel to cover all aspects of personnel management beginning at the time of entrance on duty and continuing until separation. Before any action can be taken to develop a manpower control system in this broader sense there must be a clear understanding of what the Agency means by manpower control. The elements of control (planning, forecasting, need, use, ceiling allocation, dollar allocation, strength, and so on) must be clearly specified before any data processing system, manual or electronic, can be designed to produce them. Regardless of what the priorities are for the development of data processing systems, they will not provide the most essential management information unless the requirement for that information has been clearly defined well before system design begins.

5. In summary, I agree that we should proceed with the development and implementation of a computer based system containing the eighty-odd items of data as proposed by the manpower control study group, but we should recognize and accept its limitations and not expect more from it than it will be able to produce. We should be giving

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are clearly defined and can be

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L. BANNERMAN

Bannerman  
Director  
Support

MEMORANDUM FOR: Executive Director

SUBJECT : Contract Personnel Inventory and System

REFERENCE :

1. This memorandum is for information only to explain exactly what we are doing to establish a contract personnel inventory and future system.

2. The Office of Personnel has been working closely with OCS and Sips to develop a machine system which will provide you basic information on type A and B Contract employees and Career Agents. It will also provide for the development of a much more sophisticated system for the future, encompassing some 60 items of finance, cover, security, and personnel information. We felt it was better to provide for the future now rather than to be short ~~SIGHTED~~ sighted about a limited goal.

3. Specially we have devised machine codes for the large majority of the items for machine input and expect to finish shortly. We expect to be in the inventory and coding work by the middle of October.

A task force of approximately ten people will be assembled to code the contract employees. We are <sup>expediently</sup> ordering to get space in  to do the work. Initial coding will encompass the following items:

1. Name
2. Type of Employee
3. Organization
4. Financial Analysis Number
5. Location
6. Type of Work
7. Salary
8. Contract effective and expiration dates
- 9.

10. Date of Birth

When the initial inventory is completed and *machined* it will be necessary to establish a permanent unit of four people to input control, monitor and report on a complete system. I have informed PPB on the   **ILLEGIB** need in my memo on future personnel requirements dated 23 August 1968.

I will report to you on the inventory progress beginning 10 November 1968.

RSW

TO

25X1A

[REDACTED]

25X1A

As I have discussed with [REDACTED] - please prepare a response to Ex Dir ~~XXXXXX~~ which will outline our procedures and tell him what kind of reports we will be able to provide. Also explain the "on-goingness" of the permanent system and its probable staff needs. Finally and obviously, we now need formal procedural structure.

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b. The Suggestion Awards and Invention Branch requires the following:

- 1 Incentive Awards Officer - GS-09
- 1 Secretary - GS-05

This additional manpower is needed to insure adequate analysis and expeditious processing of cases. The program saw a 27% increase in Fiscal Year 1968. There is naturally a limit to the size to which this program should be pushed, but it is understaffed for the size of the Agency and there is every evidence of untapped potential for real savings. Better handling of cases and more missionary work with the "herdmen" will produce a net pay off.

4. The Records and Control Division's additional manpower requirements are as follows:

a. Statistical Reporting Branch requires the following:

- 1 Statistical Reports Officer - GS-11

At the present time we just are not staffed with enough professional employees to do the type of personnel management projections required and perform the more sophisticated statistical computations needed. Such information is essential to the proper management of this Agency. If we are to know in the future what is "down the road" for us, we need someone, who through the use of mathematical skills and statistical experience, coupled with a general knowledge of ASP, will project Agency or component strength, accessions, separations, promotions, retirements and other related matters.

b. The Transaction and Records Branch requires one additional clerical in the Status Section. The Status Section is the personnel data input point (Flexowriters) to the computer. Current workloads are being met with borrowed help and extensive overtime. The addition of the proposed contract personnel system will be an increment fully beyond present capacity.

5. In summary, the additional requirements requested are:

Special Programs	7
Plans and Control	2
	<hr/>
	9

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I appreciate your consideration of this matter and will be glad to furnish any additional information you may require.

/s/ Robert S. Wattles

Robert S. Wattles  
Director of Personnel

Distribution:

O&A - Addressee

1 - DD/S

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gust 1968)

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Executive Registry
68-4239/1

24 SEP 1968

MEMORANDUM FOR: Director of Personnel

SUBJECT : Progress of Contract Employee/Career Agent Inventory

REFERENCE : Memorandum dated 24 September 1968 from ExDir to Deputy Directors, Subject: Contract Employee/Career Agent Inventory

1. With the initiation of the referent inventory we are beginning to apply more intensive managerial attention to the non-staff area than ever before. It is very important therefore that progress in this direction be monitored and reported so that momentum can be maintained. To help insure this, you are requested to provide me with monthly reports starting with October, outlining the progress of the inventory. This report can be very brief and need only indicate how many contract employees and career agents were inventoried in that month. It should reach me by the tenth of the month following the reporting month.

2. As a one-time requirement, I also would like to know what specific procedures you plan to adopt, in conjunction with the Directorates, to keep the inventory current once your task force has completed its work.

/s/ L. K. White

L. K. White  
Executive Director-Comptroller

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Executive Registry

68-4234

24 SEP 1968

MEMORANDUM FOR: Deputy Director for Intelligence  
Deputy Director for Plans  
Deputy Director for Science and Technology  
Deputy Director for Support

SUBJECT : Contract Employees/Career Agent Inventory

1. The analysis of the manpower control problem has persuaded me of the need to improve the manner in which we manage our non-staff personnel. This group includes a number of categories of employees requiring greater attention in the future and two categories that require immediate attention. These are the contract employees and the career agent, who in their relationship with the Agency over the years have become permanent employees to virtually the same degree as staff personnel. The first step toward improving the control of these categories of personnel is to obtain current and more accurate information on them. An Agency-wide inventory of these employees seems to me to be a logical way to begin. At a minimum the Agency must know how many we have, where they are located, what they are doing and their salary costs.

2. The Director of Personnel will be responsible for obtaining inventory information, keeping it current, and for the ultimate establishment and maintenance of an Agency-wide information/control mechanism on these employees. A task force will be established under his guidance to collect basic inventory information. It will work jointly from contract records in such support offices as Personnel, Finance and Security and from the information which only the records of your Directorates can supply. The collected information will then be coded for computer input. I expect the task force to complete this inventory exercise by 31 December 1968.

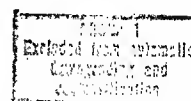
3. The establishment and maintenance of this inventory will then act as an information base from which we can determine in what directions we should go toward improving the management of other categories of non-staff employees as well. Since this will be a continuing problem for the near future, Deputy Directors are asked to give this over-all matter their close attention.

25X1A

L. K. White

Executive Director-Comptroller

cc: Director of Personnel

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CENTRAL INTELLIGENCE AGENCY OFFICIAL ROUTING SLIP					
TO	NAME AND ADDRESS		DATE	INITIALS	
1	DD/Pers/P&C 512 Magazine		1 OCT 1968		
2					
3	<i>copy held for Mr. Watters</i>				
4					
5					
6					
ACTION		DIRECT REPLY		PREPARE REPLY	
APPROVAL		DISPATCH		RECOMMENDATION	
COMMENT		FILE		RETURN	
CONCURRENCE		INFORMATION		SIGNATURE	
Remarks:					
<p><i>Feb 3 - Not sure you have read this - and can't be sure the EX DIA has - but I would think so - Note some of info you covering is in <del>report</del> memo. Why don't we shoot for mid-Oct. for first response which will explain what we are doing, with what bodies and where over</i></p>					
FOLD HERE TO RETURN TO SENDER					
FROM: NAME, ADDRESS AND PHONE NO.				DATE	
Acting Director of Personnel 5E-56 HQ				27 Sept 68	
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Then in early May we will receive first monthly report of accomplishments.

Finally, we must work with Directorate to develop follow-on procedures in response to EX DIR's request in para 2 - would hope this could be done in time for first report in November. At that time we should restate requirement for slots to continue this function on permanent basis see 40 Memo to PPB 23 Aug 68 -

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<p align="center"><b>CENTRAL INTELLIGENCE AGENCY</b> <b>OFFICIAL ROUTING SLIP</b></p>					
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<p><b>Remarks:</b></p> <p>Bob S:</p> <p>Not sure you have read this--and can't be sure the ExDir has--but I would think so--note some of info you covering is in memo. Why don't we shoot for mid-Oct. for first response which will explain what we are doing with what bodies and where. Then in early Nov. he will receive first monthly report of accomplishments.</p> <p>Finally, we must work with Directorates to develop follow-on procedures in response to ExDir's request in para 2--would hope this could be done in time for first report in November. At that time we should restate requirement for slots to continue this function on permanent basis.</p> <p>See OP Memo to PPB 23 Aug 68. /s/ HBF</p>					
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